Dell Video
SAP has never been a stronger company

>350,000 Customers worldwide

76% Of the world’s transaction revenues touches an SAP system

#22 SAP’s brand value of top 100 worldwide

>15,000 Partners
We put SAP on a **strong path** to the future

<table>
<thead>
<tr>
<th></th>
<th>Cloud revenue</th>
<th>Total revenue</th>
<th>Operating profit</th>
<th>Market cap</th>
<th>Employee Engagement</th>
<th>Brand rank*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>&gt;30x</td>
<td>&gt;2x</td>
<td>&gt;2x</td>
<td>2.5x</td>
<td>+16pp</td>
<td>Δ5</td>
</tr>
<tr>
<td>2016</td>
<td>€3.0bn</td>
<td>€22.1bn</td>
<td>€6.6bn</td>
<td>€103bn</td>
<td>85</td>
<td>#22</td>
</tr>
</tbody>
</table>

* Interbrand Ranking. All numbers are non-IFRS unless otherwise stated.
2016 was one of the best years in SAP’s history

- €2.99bn Cloud subscriptions
- €18.43bn Cloud and software
- €22.07bn Total revenue

- 61% Share of more predictable revenue
- €6.63bn Operating profit

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Driving increased **profitability**

**2016**
- Mix shift effects
- Cloud investments
- Services margin dampened by strategic co-innovation

**2017**
- Mix shift effects
- Cloud investments
- Services margin improving

**2018 – 2020**
- Cloud investments paying off – increasing gross margin improvements
- Cloud overtakes software
- Efficiency in each business improving and cost ratios start to improve
- Cloud at scale contributes to profit acceleration through increased share of renewal base
- Services margin improving
Customer-driven innovations

- Internet of Things
- Cloud Portfolio
- Artificial Intelligence
- Machine Learning
- Business Networks
- SAP S/4HANA
- Blockchain
Airbus Video
SAP Digital Business Framework

Customer Experience

SAP Hybris

Digital Core

SAP S/4HANA

Business Transactions

SAP Digital Boardroom

MACHINE LEARNING

Security

BLOCKCHAIN

IoT & Supply Chain

SAP Leonardo

SAP Cloud Platform

Workforce Engagement

SAP SuccessFactors

APIs

SAP Fieldglass

SAP Ariba

SAP Fieldglass

CONCUR
SAP DIGITAL BOARDROOM
SAP Digital Business Framework
SAP’s share price increased nearly 30%
Total amount of **distributed dividends**

![Graph showing the distribution of dividends from 2005 to 2016. The graph indicates a special dividend for 2011 and notes that 2014 dividends were pending approval at the AGM.]
Help the world run better and improve people’s lives

Economy

Society

Environment
Social Sabbatical Video
Agenda topics (abbreviated)

2. Appropriation of retained earnings for fiscal year 2016
3. Approval of acts of Executive Board
4. Approval of acts of Supervisory Board
5. Appointment of auditors for financial statements and group annual financial statements
## Continued strong momentum

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017 Outlook*</th>
<th>2020 ambition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloud subscriptions</td>
<td>€2.99bn</td>
<td>€3.8 – €4.0bn</td>
<td>€8.0 – €8.5bn</td>
</tr>
<tr>
<td>Cloud &amp; software</td>
<td>€18.43bn</td>
<td>+6% – +8%</td>
<td></td>
</tr>
<tr>
<td>Total revenue</td>
<td>€22.07bn</td>
<td>€23.2bn – €23.6bn</td>
<td>€28bn – €29bn</td>
</tr>
<tr>
<td>Share of more predictable revenue</td>
<td>61%</td>
<td>70% – 75%</td>
<td></td>
</tr>
<tr>
<td>Operating profit</td>
<td>€6.63bn</td>
<td>€6.8 – €7.0bn</td>
<td>€8.5 – €9bn</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>85%</td>
<td>84% – 86%</td>
<td>84% – 86%</td>
</tr>
<tr>
<td>Customer loyalty</td>
<td>19.2%</td>
<td>21% – 23%</td>
<td>35% – 40%</td>
</tr>
<tr>
<td>Women in management</td>
<td>24.5%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Greenhouse gas</td>
<td>380kt</td>
<td>&lt;380kt</td>
<td>&lt;336kt</td>
</tr>
</tbody>
</table>

*All numbers non-IFRS; *Non-IFRS at constant currencies